

Remit Case Study: Essex County Council

Essex County Council has been outsourcing its property estate management service to Lambert Smith Hampton (LSH) for over ten years. Since the original appointment the relationship between the two parties has matured resulting in an increased responsibility on LSH to perform technical roles and refinement of the intelligent client function in the Council to the point where LSH now takes instructions directly from service directorates, provided these are in accordance with the strategic direction of the property holding directorate.

Given these changes in the roles and responsibilities, coupled with inevitable turnover of Council staff, the need was recognised to re-establish processes for commissioning work from LSH.

Remit Consulting was appointed by ECC to review key processes used in the commissioning of property services from its strategic partner. The appointment was extended in a second phase to include additional processes and advice on communicating the revised processes to the stakeholders.

The Solution

Remit facilitated a number of workshops attended by key stakeholders (including representatives from service directorates with responsibility for property matters, LSH themselves and the asset management team) to agree and document the revised business processes for commissioning property management services.

Using Remit’s Process Model, illustrated in Fig.1, the project team were able to identify the key business processes for review. Where possible, leading practice process maps from Remit’s extensive library were used as a basis for development. The new processes were then communicated to staff through a communications plan and placed on the Council intranet. In addition a change control process was developed to cater for future changes in the processes.



Set Strategy	Implement Strategy	Manage Estate	Maintain Estate	Business Support	Commission LSH
High Level Estates Strategy	Options Analysis	Property Asset Register & GIS	Site Management	Finance	Identify need
Strategic Property Review	Acquisitions & CPO	Lease Management	Planned Preventative Maintenance	Capital Accounting	Authority
Asset Management Planning	Disposals	Income Management	Help Desk & Reactive Maintenance	Performance, Management & Statutory Reporting	Decision
Accommodation Strategy	Projects	Valuation	Suppliers & Contracts	DFES Reporting	Requisition
Market Analysis	Regeneration Schemes	Planning	Instructions, Orders & Invoices		Monitor
HR Strategy		Rating	Statutory inspections & testing		Approve
ICT Strategy		Space Management	Health & Safety		Audit/QA
Finance strategy		Insurance Management	Energy Management		Payment
			Facilities Management		Update system

Fig 1: Remit Process Model

The Public sector asset management is a challenge because the high degree of regulation and limited budgets.

We combine our knowledge of leading practice in the private sector with our experience and understanding of the public sector drivers to deliver excellent solutions with client’s teams.

The Benefits

The workshops achieved a quick engagement and agreement among key stakeholders on correct processes and an agreed set of process maps which were made available to all staff with clear instructions on how to deal with any changes in process.

In addition the project achieved better cross team working and an improved understanding of the asset management team's role resulting in an improved profile within the organisation.

Not surprisingly a number of key issues and areas for improvement were identified along the way, enabling Remit to make further recommendations. One of the key improvements related to communication and a simple but effective communications plan has been put in place specifically targeting directors, senior management and administrative personnel.



“The exercise proved to be useful both in terms of understanding and clarifying expectations and roles, and also in terms of a networking interface for disparate teams.

The maps are maintained on the County Council’s intranet, together with other property related information. It is envisaged they will be dynamic tools easily available to any Essex staff member who has to deal with property issues. They have already improved discipline in the use of council property and it is hoped that they will become a long term resource.”

Judith Sargent – Essex County Council

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